



DELAWARE
ARTS
ALLIANCE

Creative Economy Advancement & Tourism Expansion (CREATE) Plan

Launch Event

Summer 2024



Agenda

- CREATE Plan Introduction
- CREATE Plan Methodology
- CREATE Plan Asset Map
- CREATE Plan Recommendation Highlights
- CREATE Plan Next Steps



The CREATE Plan: A Blueprint for Delaware's Creative Economy

- The CREATE Plan **builds upon existing institutional support and addresses areas needing improvement** for a stronger creative economy in Delaware.
- In studying the full creative economy at state, county and city levels, this is the **first plan of its kind in the nation**.
- Developed with **input from hundreds of diverse Delawareans** from various industries across the state.
- **Outlines post-pandemic challenges** facing Delaware's creative and cultural tourism sector and **provides actionable solutions**.
- Showcases Delaware's diverse arts and cultural offerings through an **online map and economic data**.



Image © Wilmington Children's Chorus

SOUND DIPLOMACY

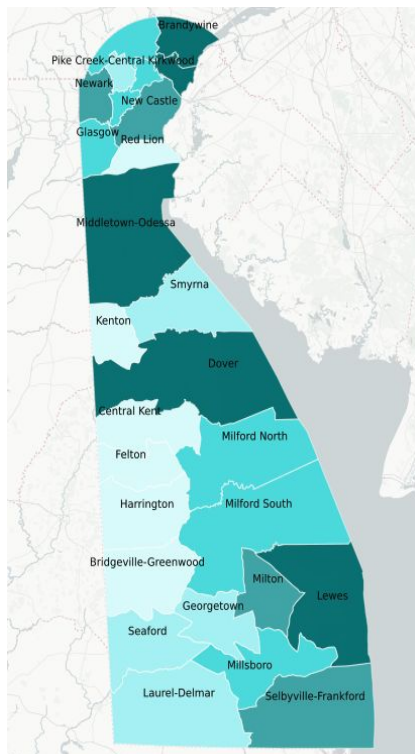
Sound Diplomacy

- A global consultancy focused on driving economic and social growth, resilience, and sustainability for people, places, and cities through research and strategy development.
- Assesses the value of creative economies to identify growth areas and produce actionable strategies and implementation plans that deliver measurable economic and social benefits.
- We have worked across six continents, in over 100 cities and 25 countries. We have delivered strategies for San Francisco, St Louis, New Orleans, Vancouver and Niagara Falls.

The Creative Economy

- The creative economy is a **dynamic, interconnected network of individuals, businesses, and nonprofits** dedicated to producing, sharing, and celebrating **cultural, artistic, and heritage-related goods, services, and activities**.
- Beyond its artistic value, the creative economy is a **powerful economic driver that fuels innovation, research and development, tourism, and efforts in placemaking and branding**.
- Supports a total of **18,551 jobs** in Delaware with an output of **\$3.7 billion**, surpassing industries like wholesale trade and agriculture.





**Heatmap of Assets Distribution
by County Subdivision (City)**

Methodology

- 1 **Regulatory Assessment:** A full analysis of the regulatory framework and programs that exist in Delaware, relevant to the creative economy.
- 2 **Economic Impact:** A measure of the direct, indirect, and induced economic impact of the creative economy in Delaware.
- 3 **Mapping:** An index of 2,534 creative economy assets in Delaware was produced, using a database built from secondary sources and georeferenced with Sound Diplomacy's mapping tool.
- 4 **Stakeholder Engagement:** An online survey and roundtables, held from August–September 2023, in which over 600 stakeholders from all three counties were engaged.
- 5 **SWOT:** All data was collated and analyzed through the Strengths, Weaknesses, Opportunities, and Threats technique.
- 6 **Action Plan & Recommendations:** All findings and analysis throughout this project inform a set of 25 actionable recommendations informed by international best case examples.

Stakeholder Engagement

We heard from over 600 people across Delaware

25

Focus Groups

227

Focus Group Attendees

336

Survey Participants

10

Community Engagement Captains

55

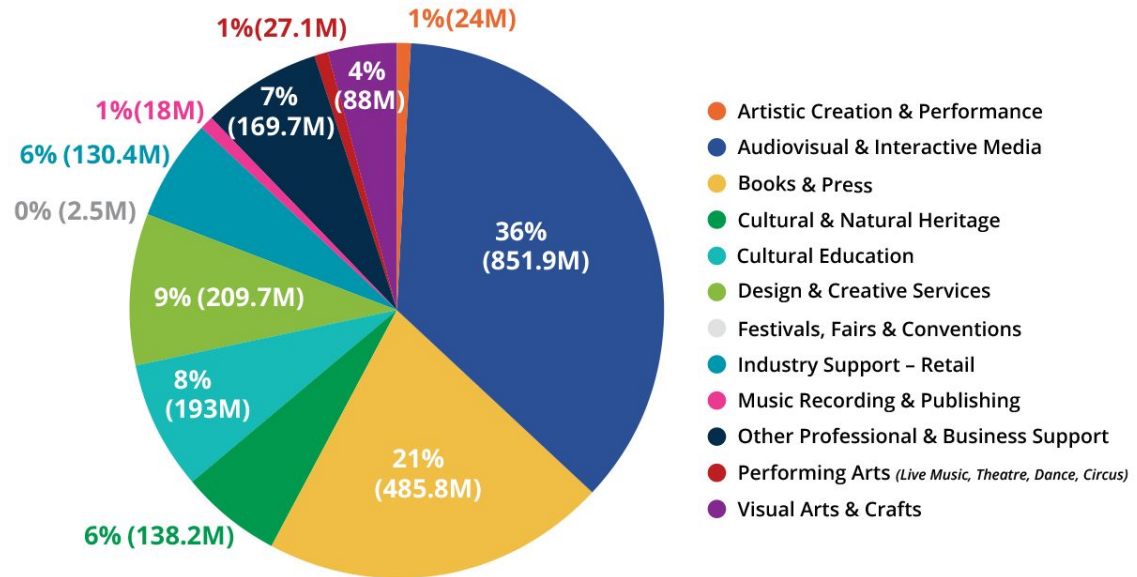
Launch Event Attendees

Our project working group included the Delaware Division of the Arts, Delaware Department of Education, Department of State, arts organizations, and individual creatives.



The Creative Economy is a \$3.7 Billion-Dollar Industry

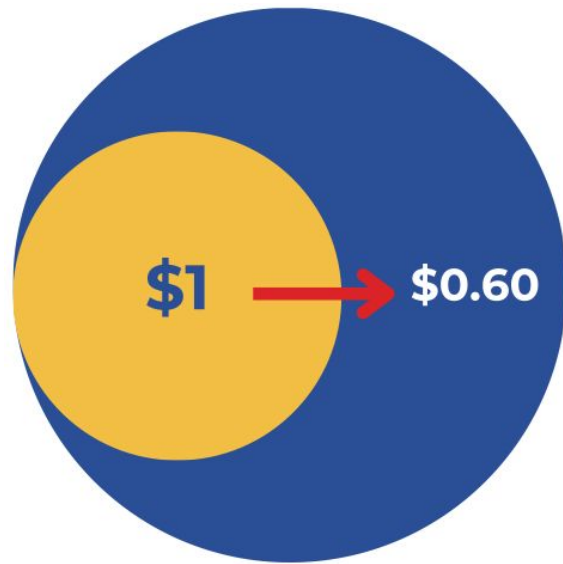
In 2021, Delaware's creative economy generated **\$3.7 billion** and contributed **\$2.2 billion** directly to the Delaware economy.



The Creative Economy's Multiplier Effect

The output multiplier effect in Delaware equals 1.603.

This means that for every \$1 of output generated by the creative economy, an additional \$0.60 of output is created locally across other industries.

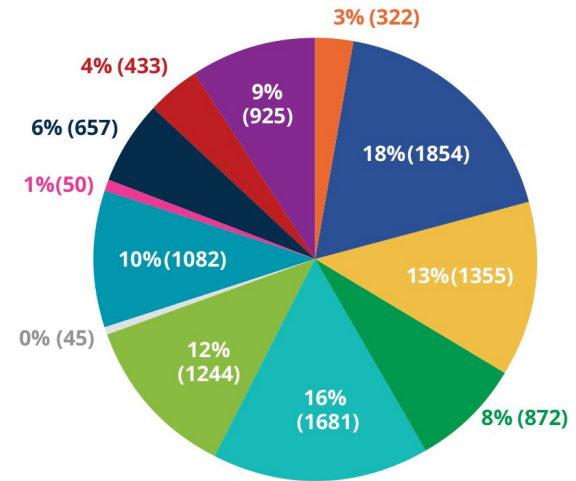


Total = \$1.60

The Creative Economy Supports Thousands of Jobs

In 2021, Delaware's creative economy supported

18,551 local jobs (4.1% of the state's employment)

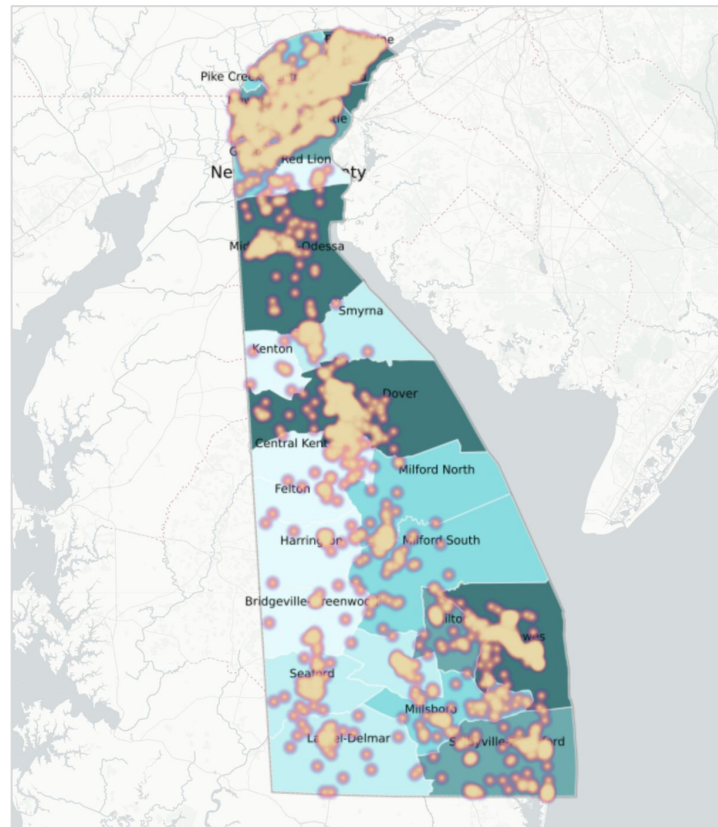


- Artistic Creation & Performance
- Audiovisual & Interactive Media
- Books & Press
- Cultural & Natural Heritage
- Cultural Education
- Design & Creative Services
- Festivals, Fairs & Conventions
- Industry Support – Retail
- Music Recording & Publishing
- Other Professional & Business Support
- Performing Arts (Live Music, Theatre, Dance, Circus)
- Visual Arts & Crafts

Asset Map

The asset mapping tool **supports future creative economy growth and enables organizations to monitor changes over time**. Key benefits include:

- Identifying statewide resources for **accurate needs assessment** and strategic planning.
- Providing additional data to **refine existing strategic plans** based on what has and has not worked.
- **Including previously overlooked entities and encouraging new collaborations.**
- **Facilitating connections and partnerships** between like-minded organizations.
- **Statewide representation of creative businesses** can drive excitement and collective goal achievement.



Access it here: delawareartsalliance.org/assetmap

Final Analysis → Action Plan

Informed by final analysis and findings, the Strategic Plan provides **25 actionable recommendations** for government partners at every level, leaders in the private sector, and stakeholders within the creative community.

Additional Considerations

- Diversity, equity, accessibility, and inclusion (DEA&I) in all creative economy programs.
- Gender equity, cultural diversity, and language accessibility.
- Address the unique needs and opportunities of each county and city.



Image © Dover Art League

CREATE Plan Goal Snapshot

Stimulate economic activity by fostering development and growth and increase public and private funding opportunities across the creative economy.

Put cultural tourism at the heart of Delaware's brand and marketing efforts, and expand existing cultural offerings.

Provide more equitable public education and increase the access that young people have to arts education.

Foster cross-sector collaboration and interdisciplinary dialogue to create new artistic and economic opportunities.

Tackle inequality by embedding creative economy growth efforts into every community and county.

RECOMMENDATIONS

Creative Economy Development

1. Establish a creative economy task force that continues to build cross-sectoral collaboration and engage stakeholders.
2. Establish creative hubs in each county.
3. Update special event and performance-related permits and licenses at the state, county, and city level.
4. Develop a statewide digital "one-stop shop" for permits and licenses.

KEY TAKEAWAYS

- The **creative economy supports a total of 18,551 jobs** with an **output of \$3.7 billion**, surpassing industries like wholesale trade and agriculture.
- There's **uneven regional distribution**, and stakeholders outside urban centers feel excluded.
- Creative sectors largely operate independently, limiting cross-collaboration opportunities.
- **Outdated and confusing regulations** hinder creative economy growth.
- **Increased cultural hubs and districts** would boost the creative economy.



Image © Dover Art League



Image © Rehoboth Art League

CREATIVE ECONOMY DEVELOPMENT

Recommendation #2:

Establish creative hubs in each county.

- Stakeholders should work together to establish creative hubs in New Castle, Kent, and Sussex counties.
- Special attention should be paid to improving the accessibility of rehearsal spaces in the south of the state.
- Creative hubs should be accessible to all members of the community and proactive in attracting a cross-section of society. Hubs should make a concerted effort to highlight and support the work of BIPOC, Queer, and disabled artists.



Image © Delaware Art Museum

CREATIVE ECONOMY DEVELOPMENT

Recommendation #3:

Update special event and performance-related permits and licenses at the state, county, and city level.

- Implement a renewed policy framework related to the night time economy and the performance & celebration sector.
- Refresh regulations related to liquor licensing, sound ordinances, special event permitting, all-ages ordinances, busking guidelines, and agent of change regulations.



Image © Gable Music Ventures

CREATIVE ECONOMY DEVELOPMENT

Recommendation #4:

Develop a statewide digital "one-stop shop" for permits and licenses.

- In partnership with supporting stakeholders, build and implement a digital platform that centralizes all relevant information regarding the creative economy, including regulations, funding opportunities, calendars, databases, and professionalization programs.

RECOMMENDATIONS

Industry Support

5. Include the creative economy in statewide business and economic development communications and programs.
6. Create a full-time government position to represent the interests of the creative economy's self-employed and small businesses.
7. Create fair pay guidelines for artists, creatives, and professionals in the creative industries.
8. Modernize Delaware's film and media production industry.

KEY TAKEAWAYS

- **Small businesses account for 70.7% of the creative economy**, and an additional 17.8% are self-employed.
- Stakeholders noted that **funding from private philanthropic organizations is inconsistent** year-to-year.
- Top self-reported **skill gaps mainly relate to business and management** for both creatives and organizations.



Image © Mike Pfeifer / 1440 Film Co



Image © Cityfest / Tish Williams

INDUSTRY SUPPORT

Recommendation #5:

Include the creative economy in statewide business and economic development communications and programs.

- Promote the businesses and sub sectors that form the creative economy to chambers of commerce, export departments, small business development departments, and decision makers in economic innovation and strategic partnerships.



Image © Mike Pfeifer / 1440 Film Co

INDUSTRY SUPPORT

Recommendation #8:

Modernize Delaware's film and media production industry.

- Refresh media production-related legislation, permits, and policy, especially related to film permits and tax incentives.
- Provide assistance to productions with hiring local crews, providing facilities and vendors for production support, developing a comprehensive "film-ready" database of shooting locations in the state, and providing extensive guidelines concerning sustainability and diversity considerations.

RECOMMENDATIONS

Tourism

9. Develop a statewide cultural economy brand to benefit tourism, economic development, export, and audience development.
10. Increase cultural tourism offerings.
11. Emphasize arts and culture in Delaware's tourism communications.

KEY TAKEAWAYS

- Delaware's substantial but under-integrated tourism industry is **primarily concentrated in Sussex County (53% of assets)**. Geospatial correlation between tourism, performing arts, and cultural heritage presents tourism growth opportunities.
- 78% of creatives and 75% of organizations **do not rely on tourism for their income**.
- **Delaware is not perceived as a cultural tourism destination** by creatives or creative organizations.
- In general, **Delaware exports consumers but does not import them**.



Image © Gable Music Ventures



Image © Freeman Arts Pavilion

TOURISM

Recommendation #9:

Develop a statewide cultural economy brand to benefit tourism, economic development, export, and audience development.

- Develop a distinctive image, identity, and reputation that is strategically crafted and communicated to emphasize the state's cultural, artistic, and creative assets. This image will continue to drive resiliency as the cultural economy bounces back from COVID.
- Give Delaware a unified voice when it comes to its creative economy, and help identify Delaware both nationally and internationally as a place that has a growing and strong arts and cultural scene.
- Each recommendation in this report is specifically designed to contribute to this overall tourism strategy.

RECOMMENDATIONS

Funding

12. Identify additional revenue streams to support Delaware's creative economy.
13. Expand equitable arts funding.

KEY TAKEAWAYS

- While 64% of creatives derive income from creative work, **83% of creatives and 78% of organizations express dissatisfaction with pay.**
- The creative economy requires additional funding structures, with **67% of creatives and 68% of institutions not receiving grants in the last two years.**
- **Future funding and granting schemes must prioritize equity.**
- Over the last two fiscal years, the state budget for the Delaware Division of the Arts has increased by a total of \$2M as a result of collective advocacy, but **this comes after a decade of stagnant funding.**
- Though funding streams offered by the DDOA need to continue to be sustainably supported and expanded, **they should not bear the full burden of arts funding in the state.**
- **New streams are needed** in related agencies such as those representing education, tourism, health & wellness, small businesses, and from county governments.



Image © Laurel County Library



Image © The Developing Artist Collaboration

FUNDING

Recommendation #12:

Identify additional revenue streams to support Delaware's creative economy.

- Identify new funding sources and investment opportunities for the for-profit arts and creative sectors.

RECOMMENDATIONS

Education

14. Secure arts funding for every student in public education.
15. Make arts education mandatory in secondary education.
16. Improve career development opportunities for secondary students in the creative fields.
17. Advocate for more pathway courses and associate degrees related to the creative economy.

KEY TAKEAWAYS

- Improved arts education is needed in order to establish a **thriving creative ecosystem**.
- **Funding constraints and educator compensation** hinder arts education in schools.
- **There is a lack of meaningful guidelines** for students at the secondary level.
- There is **less than equitable access to arts education in rural communities and communities of color**.



Image © The Music School of Delaware



Image © Rehoboth Art League

EDUCATION

Recommendation #14:

Secure arts funding for every student in public education.

- Earmark a yearly budget for arts education, covering primary and secondary schooling, weighted towards supporting schools in low income neighborhoods and helping schools cover administrative costs of implementing the budget.
- Schools would be able to use this additional funding to either support a full-time arts teacher, or use it to bring in freelancers or nonprofit arts education program providers to supplement the arts education they are already providing.



Image © Delaware College of Art & Design

EDUCATION

Recommendation #17:

Advocate for more pathway courses and associate degrees related to the creative economy.

- Seek to expand the options available to young people and adults wanting to gain formal education in topics and skills related to creative economy sectors with pathway courses and associate degrees.

RECOMMENDATIONS

Professional Development

18. Host professional development workshops and lectures.
19. Improve professionalization related to copyright and IP with the support of legal professionals.
20. Formalize creative economy internships.

KEY TAKEAWAYS

- The creative economy needs more accessible and formalized professional development opportunities in areas like **marketing, social media, fundraising, business, and financial management.**
- There is a **lack of formal mentoring or guidance programs** available for young creatives.
- **Internships are organized on an ad hoc basis.**
- A lack of professional development pipelines contributes to **brain drain in the state.**



Image © Cityfest / Tish Williams



Image © Cityfest / Tish Williams

PROFESSIONAL DEVELOPMENT

Recommendation #18:

Host professional development workshops and lectures.

- Organize a regular series of professional development workshops and lectures featuring stakeholders located within and without the state. As gaps identified in stakeholder engagement, subjects may include marketing, social media, fundraising, business, and financial management.
- Workshops can be in-person, but streamed/recorded for greater access, or fully online. In all instances, accessibility considerations should be taken into account.

RECOMMENDATIONS

Infrastructure Development

21. Identify and promote spaces for the creative economy.
22. Support access to increased public transportation in Delaware.

KEY TAKEAWAYS

- Access to creative infrastructure is **limited and geographically unbalanced**.
- Stakeholders from the performing arts and music sectors highlighted a **lack of spaces for rehearsal or workshops**.
- Public transportation inequalities **disproportionately affect minorities and historically marginalized communities**.
- Downtown Development Plans are not seeking to secure people **sufficient access to cultural activities**.



Image © Delaware Art Museum



Image © Clear Space Theatre Company

INFRASTRUCTURE DEVELOPMENT

Recommendation #21:

Identify and promote spaces for the creative economy.

- Repurpose unused or underused spaces for workshops, pop-up retail units and office space for individuals, organizations, and businesses in the creative economy.
- Short-term and pop-up retail units and workshops, as well as mixed use spaces featuring fairs and other types of events, can become part of Delaware's cultural tourism offering and would benefit long term placemaking efforts.

RECOMMENDATIONS

Marketing & Audience Development

23. Offer transit shelter and outdoor advertising space to nonprofits.
24. Improve the maturity of creative industries-specific marketing practices and knowledge with work-study placements and grants.
25. Perform an annual marketing campaign promoting DelawareScene.

KEY TAKEAWAYS

- **Creatives have struggled to effectively market their work** to attract the broadest possible audience.
- There is an overall **emphasis on word-of-mouth promotion** over social media/internet in the state.
- **Audiences do not know where to go for information regarding activities and events.**
- Funding opportunities outside the Delaware Division of the Arts often **do not allow creatives to include marketing in their budgets.**



Image © Delaware Symphony Orchestra

Thank You!

- Governor Carney and Delaware Division of Small Business for providing funding through the Economic Development Administration's (EDA) American Rescue Plan Travel, Tourism & Outdoor Recreation program.
- Our member organizations and other funders
- DAA Board, staff, consultants, and Community Engagement Captains
- Everyone who has given input and engaged with the DAA





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DAA's Role Supporting CREATE

- **Communicate:**
 - Educate the public, and government, civic, other leaders to understand the broad importance of the creative economy
 - Equip stakeholders to be champions
 - Utilize talking points, data, resources, and individual stories
- **Convene:**
 - Gather stakeholders across sectors to advance the CREATE Plan's goals and potential benefits for the community at strategic moments
- **Catalyze Implementation:**
 - Support those in positions to implement - including elected and appointed officials
 - Provide consistent vision for the creative economy across political administration transitions
 - Coordinate advocates



Call to Action: Be A Voice for the Creative Economy

The CREATE Plan outlines a vision for a thriving creative economy in Delaware. Spreading awareness within your community is vital for its success. Here's how you can make a real impact:

1. **LEARN MORE:** Explore resources like the Executive Summary and asset map.
2. **DOWNLOAD OUR TOOLKIT FOR RESOURCES to help spread awareness:**
delawareartsalliance.org/creativeeconomy
 - **Spread the Word:** Share the CREATE Plan with your network on social media or email newsletter.
 - **Community Outreach:** Integrate the findings into your events or discussions.
 - **Showcase the Power of the Creative Economy:** Invite local leaders and elected officials to arts and culture events, demonstrating the impact of the creative and tourism sectors on Delaware.
 - **Stay Connected:** Maintain regular communication with local leaders to champion the CREATE Plan's vision.
3. **STAY CONNECTED with DAA:** Through DAA email list and membership.

Call to Action:

Visit our website to download the CREATE Plan, view our toolkit, and sign up for the DAA mailing list:



[delawareartsalliance.org/
creativeeconomy](https://delawareartsalliance.org/creativeeconomy)

Visit our feedback form to share your questions and reactions:





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Thank You!

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